

# HUMAN RESOURCES

The Human Resources Department provides personnel management and employment services to the City of Albuquerque.

## MISSION

To provide leadership in the management and development of quality employment services to the general public and city departments; effective personnel administration in compliance with City mandates and state and federal laws; to provide for and encourage employee personal and professional development; to work to ensure employee equity; and to minimize City liability. HR will serve as a change agent for direction setting to meet demands placed on City departments by changing Community Desired Outcomes and available resources.

Key focuses are: equitable classification, competitive compensation and benefits programs, training and promotional opportunities for all employees; dissemination, maintenance and interpretation of the Personnel Rules & Regulations to ensure consistency and compliance with the Merit System Ordinance.

| Operating Fund<br>Expenditures by Category<br>(\$000's) | ACTUAL<br>FY/03 | ORIGINAL<br>BUDGET<br>FY/04 | REVISED<br>BUDGET<br>FY/04 | ESTIMATED<br>ACTUAL<br>FY/04 | APPROVED<br>BUDGET<br>FY/05 | APPR 05/<br>EST ACT 04<br>CHG |
|---|-----------------|-----------------------------|----------------------------|------------------------------|-----------------------------|-------------------------------|
| Personnel   | 2,249           | 2,528                       | 2,537                      | 2,258                        | 2,539                       | 281                           |
| Operating   | 29,133          | 33,612                      | 33,622                     | 33,454                       | 37,346                      | 3,892                         |
| Capital   | 5               | 0                           | 0                          | 28                           | 2                           | (26)                          |
| Transfers   | 265             | 307                         | 307                        | 307                          | 266                         | (41)                          |
| <b>TOTAL</b>  | <b>31,652</b>   | <b>36,447</b>               | <b>36,466</b>              | <b>36,047</b>                | <b>40,153</b>               | <b>4,106</b>                  |
| <b>TOTAL FULL TIME POSITIONS</b>                        | <b>42</b>       | <b>41</b>                   | <b>41</b>                  | <b>42</b>                    | <b>41</b>                   | <b>(1)</b>                    |

## BUDGET HIGHLIGHTS

The FY/05 General Fund budget is \$65 thousand less than the approved FY/04 level. This is primarily a result of the increase in salary savings, a decrease in the cost of Tort and Other insurance, and the retirement of senior staff within the Department. Also, \$5 thousand is added to the budget for Labor Board Meetings.

The Department's portion of the Risk Management Fund saw an increase of \$30 thousand from the approved FY/04 level primarily due to an anticipated increase in Unemployment Compensation Insurance of \$25 thousand.

There is an 11.4% general overall increase in the cost of health and dental insurance to the Employee Insurance Fund. The impact of this increase is \$4.2 million on the General Fund. Costs in both health and dental insurance continue to rise as seen in the industry nationally. This budget proposes to help offset the impact of increased costs on employees by continuing to pay 83% of the insurance costs. Other additions to the Employee Insurance Fund budget are \$26 thousand for a permanent part-time receptionist position and \$4 thousand for printed material for citywide wellness initiatives.

| (\$000's) | ACTUAL<br>FY/03 | ORIGINAL<br>BUDGET<br>FY/04 | REVISED<br>BUDGET<br>FY/04 | ESTIMATED<br>ACTUAL<br>FY/04 | APPROVED<br>BUDGET<br>FY/05 | APPR 05/<br>EST ACT 04<br>CHG |
|-----------|-----------------|-----------------------------|----------------------------|------------------------------|-----------------------------|-------------------------------|
|-----------|-----------------|-----------------------------|----------------------------|------------------------------|-----------------------------|-------------------------------|

## PROGRAM STRATEGY BY GOAL:

### GOAL 8: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS

#### GENERAL FUND 110

|                                |       |       |       |       |       |   |
|--------------------------------|-------|-------|-------|-------|-------|---|
| Total Personnel Services - 110 | 2,134 | 2,236 | 2,236 | 2,168 | 2,171 | 3 |
|--------------------------------|-------|-------|-------|-------|-------|---|

#### RISK MANAGEMENT FUND 705

|                                       |     |     |     |     |     |    |
|---------------------------------------|-----|-----|-----|-----|-----|----|
| Unemployment Compensation             | 355 | 413 | 423 | 422 | 438 | 16 |
| Employee Equity                       | 0   | 72  | 72  | 38  | 77  | 39 |
| Total Unemployment Compensation - 705 | 355 | 485 | 495 | 460 | 515 | 55 |

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| (\$000's)                            | ACTUAL<br>FY/03 | ORIGINAL<br>BUDGET<br>FY/04 | REVISED<br>BUDGET<br>FY/04 | ESTIMATED<br>ACTUAL<br>FY/04 | APPROVED<br>BUDGET<br>FY/05 | APPR 05/<br>EST ACT 04<br>CHG |
|--------------------------------------|-----------------|-----------------------------|----------------------------|------------------------------|-----------------------------|-------------------------------|
| <b>EMPLOYEE INSURANCE FUND - 735</b> |                 |                             |                            |                              |                             |                               |
| Bonus Program                        | 0               | 0                           | 9                          | 8                            | 0                           | (8)                           |
| Insurances and Administration        | 29,012          | 33,522                      | 33,522                     | 33,207                       | 37,262                      | 4,055                         |
| Trfr from Fund 735 to Fund 110       | 151             | 204                         | 204                        | 204                          | 205                         | 1                             |
| Total Employee Insurance Fund - 735  | 29,163          | 33,726                      | 33,735                     | 33,419                       | 37,467                      | 4,048                         |
| <b>TOTAL GOAL - 8</b>                | <b>31,652</b>   | <b>36,447</b>               | <b>36,466</b>              | <b>36,047</b>                | <b>40,153</b>               | <b>4,106</b>                  |
| <b>TOTAL APPROPRIATIONS</b>          | <b>31,652</b>   | <b>36,447</b>               | <b>36,466</b>              | <b>36,047</b>                | <b>40,153</b>               | <b>4,106</b>                  |

## REVENUE

The increased cost of health insurance results in a significant increase in revenue for the Employee Insurance Fund as insurance costs are assessed to other city departments through the employee benefit rate. The City of Albuquerque also has agreements with several Inter-Governmental Agencies (IGAs) to provide administrative services for insurance benefits. Each government entity reimburses the City for these services. The IGA group currently consists of Bernalillo County, Sandoval County, Town of Bernalillo, Village of Tijeras, Village of Cuba, Village of Corrales, Middle Rio Grande Conservancy District and the Village of Los Ranchos. Estimated revenues from IGAs are approximately \$115 thousand. Miscellaneous income from interest revenue is estimated at \$32 thousand.

| Department<br>Generated Fees for Services<br>(\$000's) | ACTUAL<br>FY/03 | ORIGINAL<br>BUDGET<br>FY/04 | ESTIMATED<br>ACTUAL<br>FY/04 | APPROVED<br>BUDGET<br>FY/05 | APPR 05/<br>EST ACT 04<br>CHG |
|--|-----------------|-----------------------------|------------------------------|-----------------------------|-------------------------------|
| Miscellaneous - 735                                    | 20              | 35                          | 41                           | 32                          | (9)                           |
| Intergovernmental - 735                                | 138             | 115                         | 136                          | 115                         | (21)                          |
| Internal Service - 735                                 | 28,810          | 32,499                      | 31,852                       | 37,466                      | 5,614                         |

## PRIOR YEAR ACCOMPLISHMENTS

### Administration

- Assumed administration for FMLA citywide to enhance compliance with DOL regulations and HIPAA
- No Department of Labor charges for FMLA violations
- EEO/ADA
  - EEOC charges filed have decreased by 8%.

### Classification/Compensation

- Final phase of Anderson Study implemented.
- FLSA Self-Audit 90% completed.

### Employment

- 9 out of 10 Key Initiatives in FY/04 Budget have been completed.
- Developed and tested the "turbo bid list" to streamline the Qualification Process.
- Updated Fire Academy on-line application and qualifying process.

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- Developed and implemented Lateral Fire application and qualifying process.
- Implemented on-line qualifying process for all seasonal/summer hires.
- Implemented on-line job announcement notification process.

## Testing

- Number of entrance examinations administered for APD increased by 24%
- Number of entrance examinations administered for AFD increased by 162%
- Reviewed and updated Personnel Rules & Regulations governing AFD promotional process
- Assisted APD with out-of-state recruitment efforts.

## Employee Relations

- 6 out of 7 of the bargaining units contract negotiations have been completed except for Blue Collar.
- 3 out of the 7 bargaining units have participated in Interest Based bargaining.
- Pilot program initiated with the Federal Mediation Consolidation Services pertaining to Grievance Resolution prior to arbitration.

## Insurance & Benefits

- Negotiated Health and Dental renewal rates at 11.4% increase over FY/03 rates, while HMO renewals in this region remain in the high double digits.
- Negotiated increased Diagnostic and Preventive level of services to 100% plan pay with all of our dental providers. Negotiated the annual Maximum to \$1.5 thousand with all three of the dental providers; this is up from \$1.2 thousand in previous year.
- Negotiated to align all three dental carriers to lifetime \$50.00 deductible.
- Added a Vision Supplemental as requested by employees.
- Enhanced employee wellness and education initiatives to include health fairs:
  - Asthma Fair – 343 participants
  - Diabetes Fair – 649 participants
- Increased participation in Flu Shot program by 145 over FY/03 (held at 4 different locations on 4 different dates)

## Training and Organization Excellence (T.O.E.) now The Center for Learning Education And Development

- Developed structure and curriculum for a "Management Development Institute (MDI)" to include partial deployment of the first school within a proposed Corporate University Structure (Public Service University). The current MDI programs include:
  - MDI Bi-Annual Managers Conference
  - Leadership Supervisory Development Program
  - COA Pre-Management Development Program
  - Department-Specific Management Training (11 departments to date)
- Under development for a FY 05 launch: Leadership Academy, Executive Management Transition Workshop (for elected and appointed officials), Open Enrollment sessions for: Project Management, Leading/Coaching, Strategic Planning, Systems Theory, Emotional Intelligence, Building an Ethical Culture, & Teambuilding.
- Developed & provided key department Consultations/Interventions/Organizational Problem Solving (Environmental Health, Transit, Corrections, Senior Affairs).
- Department Custom Course Development was provided at the request of the departments (13 department-specific courses for 7 different departments).

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- On-Line/Web Based / Computer Applications:
  - Development of the "Managers Tool Kit" Quickplace in I-Notes as an asynchronous learning environment for access of Management related work tools, information, and learning. Full deployment will be launched at MDI Conference in the fall of 2004.
  - Development of E-Web pages for New Employee Orientation as an information site for new employees.
  - Development of LEAD Workflow Access Database for reporting. Initiated in Jan 04.
  - Converted Vista Room into a Computer Training Lab with 10 student stations and 1 instructor station.

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| <b><i>PRIORITY OBJECTIVES/COUNCIL DIRECTIVES</i></b> |
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**GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS:** GOVERNMENT IS ETHICAL AND ACCOUNTABLE; EVERY ELEMENT OF GOVERNMENT CONTRIBUTES EFFECTIVELY TO MEETING PUBLIC NEEDS.

- Deploy the Employee Work Plan System department by department, so that at least 50% of all departments have implemented the EWP process department wide by the end of FY/05.
- Develop a pilot web-based human resource portal that allows access by City departments, all City employees and external customers to on-line Human Resource Department services, transactions, and information, including employment, insurance and benefits, and training by the end of FY/05.